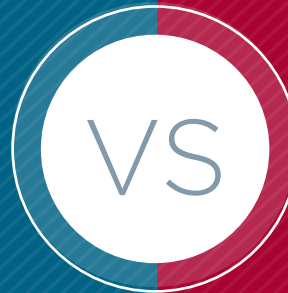


HOW TO DRIVE ORGANIZATIONAL TRANSFORMATION AT SCALE

CHANGE

- Centers on a few discrete initiatives
- May or may not cut across entire organization
- Focus is executing a well-defined shift in the way things work, like a new sales approach



TRANSFORMATION¹

- Portfolio of interdependent or intersecting initiatives
- Goal: reinvent the organization and discover new business model
- More unpredictable, iterative, higher risk
- Failure rate 70% (McKinsey)

5 Crucial Enablers for Successful Transformations



FOSTER LEADER SPONSORSHIP AND OWNERSHIP



BUILD NETWORKS



DRIVE ACCOUNTABILITY



ENABLE TRANSFORMATION THROUGH TECHNOLOGY



EMBRACE RISK

Senior leaders are vital. They model behaviors and attitudes. Get them to buy in through:

- **Sponsors** who provide public/private support and guidance for transformation
- **Ownership** at all levels to oversee transformation projects

To shift mindsets, roles, work processes, and structures, provide multiple opportunities for informal learning and collaboration.

To create support for transformation everyone must opt in, which builds accountability. Opting in requires clarity about the transformation's purpose and expectations.

Technology platforms support transformation by cascading the culture and enabling rapid, broad communication.

Transformation is inherently risky. But when trying something new, organizations can control and manage risks, learn, and increase chances of success. Leaders set the tone in embracing and learning from risk.